

DATE: 06/16/09

TO: City Clerk

FROM: Representative Steve Ortega

ADDRESS Two Civic Center Plaza, El Paso, TX 79901 TELEPHONE 915-541-4124

Please place the following item on the (Check one): CONSENT X REGULAR _____

Agenda for the Council Meeting of June 23, 2009

Item should read as follows: Appointment of Laird S. Carmichael to the Committee on Border Relations by Representative

Steve Ortega, District 7.

SPECIAL INSTRUCTIONS: _____

BOARD COMMITTEE/COMMISSION APPOINTMENT/REAPPOINTMENT FORM

NAME OF BOARD/COMMITTEE/COMMISSION: Committee on Border Relations

NOMINATED BY: Representative Steve Ortega DISTRICT: 7

NAME OF APPOINTEE Laird S. Carmichael
(Please verify correct spelling of name)

BUSINESS ADDRESS: _____

CITY: El Paso ST: TX ZIP: _____ PHONE: _____

HOME ADDRESS: _____

CITY: El Paso ST: TX ZIP: 79912 PHONE: _____

E-mail: lcarmichael@pcipallets.com

WHO WAS THE LAST PERSON TO HAVE HELD THIS POSITION BEFORE IT BECAME VACANT?

NAME OF INCUMBENT: Tony Payan

EXPIRATION DATE OF INCUMBENT: 02/28/2009

REASON PERSON IS NO LONGER IN OFFICE (CHECK ONE): TERM EXPIRED: X
RESIGNED _____
REMOVED _____

DATE OF APPOINTMENT: 06/23/2009

EXPIRATION DATE OF NEW APPOINTEE: 02/28/2011

PLEASE CHECK ONE OF THE FOLLOWING: 1st TERM: X

2nd TERM: _____

UNEXPIRED TERM: _____

LAIRD S. CARMICHAEL

HIGHLY SUCCESSFUL INTERNATIONAL MANUFACTURING EXECUTIVE

Multiple Industries, Multi-Site Operations, Start-Ups, High-Growth and Turnarounds

Expert in analyzing existing operations and implementing the strategies and processes to improve organizational performance. Delivered multi-million dollar improvements in productivity, operating efficiency, cost reduction and earnings. Strong P&L management, sales and marketing management, project management, human resources, and Mexican manufacturing experience.

PROFESSIONAL EXPERIENCE

Pallets and Crates International, LP (PCI) **El Paso, Texas** **2007 to Present**

As IOS was selling all divisions over legal issues in the coupon division, employment contract was being broken. As settlement, acquired the Pallet Division as compensation with two other investors.

President (Co-owner)

- Finalized all legal documents, incorporated US and Mexican companies and closed on the transaction 9/30/07.
- Secured all financing, purchased new and used equipment to improve productivity and cost effectiveness.
- Successfully transitioned all customers, suppliers and employees to the new company.
- Added new customers to reach \$8.2 million in sales in 2008.
- Purchased existing land and building vs leasing.
- Secured an El Paso location through competitor partnerships.
- Revamped supply chain strategy in both the US and Mexico reducing material cost by 18%

International Outsourcing Services, (IOS) **El Paso, Texas** **2002 to 2007**

\$200 million diversified international outsourcing company, core business in coupon processing and data services. Expanded scope of business into contract manufacturing, shelters, corrugated boxes and pallets.

Executive Vice President

Joined owners in a plan to diversify the company by acquisition into manufacturing using cash from existing core businesses.

- Targeted nine companies in contract manufacturing and shelters. Closed on two starting a \$20 million Contract Manufacturing Division
- Consolidated nine plants into four by leasing and refurbishing a 200k SF facility
- Added ten new customers, products and processes
- Acquired three sheet plant box companies in Juarez and Chihuahua to create a \$42 million Packaging Division. Consolidated four El Paso and Juarez facilities into a specifically designed and built 400k SF facility in Juarez. Added a second manufacturing facility with the acquired warehouse in Chihuahua
- Acquired one pallet company combining with the existing business to form a \$7 million Pallet Division
- Assisted in the sale of the Packaging Division to International Paper

Continued...

*Professional Experience (continued)***HARBOUR GROUP, LTD.**

El Paso, Texas

1997 to 2002

Private equity company, headquartered in St. Louis, MO specializing in buying and consolidating manufacturing businesses for later resale.

President of Harbour Group de Mexico

Recruited to be the top Operating Executive of a new company initiative to lower manufacturing cost by moving operations of several Harbour Group companies to Mexico.

- Reviewed five existing core businesses to determine first project to transfer
- Site selection and negotiation of a long term lease/buy agreement and options on adjacent lands
- All legal arrangements to form a Mexican entity
- Hired complete staff and subsequent salaried, IDL and DL positions
- Completed facilities infrastructure for equipment and process transfer
- Totally documented an undefined process and implemented cell manufacturing
- Reduced scrap to 0.5% of COGS, one-half the prior US rate
- Achieved ISO 9002 certification
- Saved \$1.5 million over US cost for first 300k standard hours

PENTEX INTERNATIONAL, LTD.

El Paso, Texas

1994 to 1997

Contract manufacturing; shelter operations; warehousing and distribution business with multiple locations in Mexico and the United States.

President (Co-owner)

Senior Operating Executive with full P&L responsibilities for all aspects of a \$15 million business.

- Accelerated growth from \$4 million of labor sales only, 350 employees, five customers (two represented 95%), three buildings of 148k square feet in two cities, negative company net worth with a market value of \$500k-\$1 million to the size and value of:
 - * \$15 million in labor and material sales, 1,400 employees, 16 customers.
 - * 7 buildings, 280k square feet, four cities, \$2 million net worth, \$6-7 million market value.
- Corporate restructuring from a single Texas sub-chapter S and separate Mexican maquila company into a single corporate network of a Nevada sub S, (limited partner) Texas sub S (general partner), Texas limited liability partnership, Oklahoma sub S, two Mexican maquilas, and a JV with Mizuno. *Saved \$100k in annual Texas franchise taxes while consolidating financials in one network.*
- Structured and negotiated complex financial transactions. Secured company's first line of credit (\$1.5 million).
- Created a Materials Management organization to accomplish purchase and control of both owned, and customer consigned materials. Initial Material Systems implementation.
- Formed JV with Mizuno in specialty sewing.
- Formed a 50/50 partnership and separate maquila for low technology product assembly.
- Created a new company and purchased buildings in Mannford, Oklahoma for a Wal-Mart project.
- Expanded main buildings in Juarez, Mexico by 66k square feet.
- Started ISO/QS 9002 certification process with 12/97 certification.
- Reorganized, developed, and hired personnel for aggressive business growth and diversification.
- Developed company vision, mission, values, principles, goals and objectives in a team-oriented environment.

Continued...

*Professional Experience (continued)***ARROW INTERNATIONAL, INC.****Cleveland, Ohio****1992 to 1994***\$65 million business in U.S., Canada, and England manufacturing and selling printed games.***General Manager****Arrow Games de Mexico, Juarez, Mexico**

- Recruited as a consultant to analyze and perform feasibility study for expanding operations into Mexico. After three months consulting, hired to start-up operations in Mexico.
- Full responsibility for city and building selection, lease/purchase negotiations, legal establishment of a Mexican company, recruiting staff, facility and equipment installations, initial hiring and training of the hourly work force, and establishment of a cost-effective wage and benefit package.
- Designed and implemented quality programs.
- Satisfied all U.S. and Mexican Customs Regulations. Qualified products under NAFTA.
- Established seven-day, twenty-four hour printing operation.
- Built to the level of 150 personnel.
- Designed all systems and procedures for production growth.

SAFT AMERICA, INC.**Valdosta, Georgia****1989 to 1992***\$1 billion group of \$28 billion French based company Alcatel Alsthom involved in manufacturing (U.S. and Mexico) and distributing rechargeable battery products in the U.S., Europe, and Asia.***General Manager, Portable Battery Division****1990 to 1992**

Complete P&L responsibility for \$50 million division. Provided direction and management for 125 salaried and 600 hourly employees in manufacturing, sales, engineering, quality, human resources, and financial functions.

- U.S. representative of a new international matrix management team. Integrated new structure into the U.S. organization.
- Reduced salaried headcount by 25% during declining markets with no additions when sales increased by 25%.
- Through JIT scheduling techniques improved forecasting, new systems, aggressive identification and usage programs, and reduced inventory by 30%
- Saved \$2+ million annually through implementation of major cost reduction programs in labor, materials, and purchasing.

Director of Manufacturing, Portable Battery Division**1989 to 1990**

Complete responsibility for manufacturing and distributing rechargeable battery products through two plants (Valdosta, Georgia and Tijuana, Mexico) and warehouse (San Diego, California). Oversaw 75 salaried and 600 hourly employees in shop operations, materials, manufacturing engineering, quality and environmental functions.

- Implemented \$10 million capital investment programs to improve capacity, productivity and quality.
- Initiated SPC through training and implementation of key processes throughout the plants.
- Initiated a supplier partnership program (vendor certification).
- Saved \$350k annually by moving all manual assembly operations to the plant in Mexico.

Continued...

*Professional Experience (continued)***GENERAL ELECTRIC COMPANY****1974 to 1989****General Manager Capacitor Operations, Juarez, Mexico****1985 to 1989**

Supervised 800 employees in the manufacturing of small oil-filled, film capacitors (\$50 million sales).

- Saved \$1 million annually with implementation of new filling process which allowed company to manufacture all capacitors in Mexico and ship direct to the customer.
- Hosted top 15 customers on visits to the Mexican plant in an effort to ease their concerns of direct shipments from Mexico.
- Implemented station controls and SPC in key areas – 25% reduction in losses.
- Change to local control of suppliers – 25% reduction in raw material inventory.

Manager, Manufacturing Support**Battery Department, El Paso, Texas****1983 to 1985**

Provided direction and daily management for 13 salaried and 80 hourly employees.

Battery Department, Gainesville, Florida**1976 to 1983**

Fast-track promotions through a series of increasingly responsible positions, to include: Manager Quality Assurance; Manager Production Control (U.S. and Mexico); Manager Production Operations; Manufacturing Operations Engineer; Supervisor.

Manufacturing Management Program**1974 to 1976**

Two-year management program focusing on four key areas: Manufacturing/Engineering, Purchasing, Quality, and Shop Operations. Included extensive classroom studies.

EDUCATION

B.S., Mechanical Engineering, Georgia Institute of Technology, Atlanta, Georgia, 1974

Continuing Professional Education:

Chief Executive Network – Biannual Seminars
 Evelyn Wood Speed-Reading
 Manager Development Course (GE, MDC)
 Hewlett Packard Productivity Seminar
 Effectively Coping with Inflation (GE, COIN II)
 Spanish Language Classes

Shop Operation II (GE)
 Quality Leadership Curriculum
 Quality Assurance Program Workshop
 Introduction to Personal Computers
 University of Battery Technology
 Manufacturing in Mexico

PROFESSIONAL AFFILIATIONS

Advisory Board to AMAC (National & Local Maquila Association)
 Co-Chairman, Border Crossing 2000 Task Force
 Dedicated Commuter Lane Advisory Board
 Board Member, Southwest Maquila Association
 Member, El Paso Chamber of Commerce
 President, Coronado Crest Homeowners Association
 Vice-President and Board Member, El Paso Foreign Trade Association
 Chief Executive Network
 National Wooden Pallet and Container Association
 Western Pallet Association
 Pellet Fuels Institute